

IMPLICATIONS OF GOING TO A LEAN AND TOUGH NAVY

WHY PRESIDENT WAR COLLEGE HERE TO SPEAK:

CLOSE RELATIONSHIP NWC AND RESERVE PROGRAM

1. COURSES WE RUN:

SROC - WITH GSD

RESERVE C&S

WAR GAMING COURSE

NROS INSTRUCTORS COURSE

CORRESPONDENCE COURSES

2. BOTH NWC AND RESERVE PROGRAMS DO A LOT OF EDUCATION.

BECAUSE OF THESE COMMON INTERESTS, WOULD LIKE TO TOUCH ON CHANGES AT NWC.

WILL HAVE IMPACT ON RESERVE COURSES

MORE IMPORTANT - IMPACT LONG-TERM WELL-BEING OF USN

CHANGES AT NWC PART ADMIRAL Z'S NEW APPROACH TO BUILDING A LEAN AND TOUGH NAVY.

STATISTICS

	<u>FY-1963</u>	<u>FY-1973</u>	
# SHIPS	860	594	(-30%)
# AIRCRAFT	11,000	8,000	(-27%)
# MEN	670,000	606,000	(-10%)

EMPHASIS COMPREHENSION OF NAVAL TACTICS

NO LONGER OVERWHELMING POWER

MUST GET MOST FROM WHAT WE HAVE

REWARDS MORE STIMULATING -
PRODUCTIVE

MICROSCOPIC SCRUTINIZING NECESSARY

EVERY ACTIVE COMPONENT

NAVAL RESERVE ALSO

MUST BE HONEST

IF SOME SECTION NOT CARRYING WEIGHT - OR
OUTMODED BY CHANGING TIMES - MUST BE WILLING
TO CHANGE IT OR ELIMINATE IT
NO MEANS DONE IN ACTIVE
MY EXPERIENCE LAST MONTH WITH USNR STUDENTS

1. THEY ASKED WHY USNR?

DID NOT UNDERSTAND THEIR MISSION

2. ASKED WHAT MEANING OF %) % ATTENDANCE

UNCERTAIN OF THEIR FUTURE

UNLESS USNR HAS CONVICTION AND PURPOSE - UNLESS
MARGINAL UNITS AND MISSIONS ARE PARED DOWN -
UNLESS ACDUTRA REALLY MEANINGFUL - USN WILL NOT
HAVE CONFIDENCE WANT TO HAVE IN USNR

NEED TEAMWORK - *RES + ACTIVE COMPONENTS ONE WAY*

MEANS USNR MUST FACE SAME TOUGH SELF-
EXAMINATION AS USN

TOGETHER BECOME LEAN AND TOUGH.

Disturbed

MORE SOPHISTICATION IN THINKING ABOUT TACTICS

EXAMPLE OF ASW

DD - ACTIVE SONAR

ENEMY SSN - FASTER - MASK DD SONAR - COVERT

DEEPER - TAKE ADVANTAGE OF LAYER

VS/VP - PASSIVE BUOYS

NOT MUCH IF QUIET

TEAMWORK IF SSN GOES FAST

MUST TAKE ADVANTAGE OF ENEMY MISTAKES

FORCE INTO THEM

TACTICS TOMORROW REQUIRE COORDINATION

NEED VARIETY OF FORCES

NOT JUST LOOK FOR ULTIMATE WEAPONS
AS SOLUTIONS TO OUR PROBLEMS -

TOO EXPENSIVE

TOO COMPLEX TO MAINTAIN AND
OPERATE

LOOK AT LESS CONVENTIONAL FORMS COORDINATION

DECOYS -

NOT GLAMOROUS OR FORCE BUILDING - BUT
MAY BE VERY EFFECTIVE FOR \$'S

MINES - SAME

COORDINATED OPERATIONS WITH SSN'S -

BEST PASSIVE PLATFORM

VARIABLE DEPTH SONAR - EXPLOIT BOTH
SIDES OF LAYER

VARIABLE AND NON-PREDICTABLE TACTICS

DENY ENEMY ADVANTAGE OF OUR WEAKNESSES

BECAUSE IMPROVED TACTICS ESSENTIAL - INCREASING ATTENTION IN NWC CURRICULUM.

EXPLAIN HOW

DEVELOP OFFICERS WITH FLEXIBILITY

NEXT THRUST IN NWC CURRICULUM IS IN MANAGEMENT

understand why of Tactics

Regardly changing Technology

MUST BUY ONLY WHAT NEED

MUST AVOID GOLD PLATING

Alternatives → EXAMPLE OF AIRCRAFT PROCUREMENT PROBLEM TODAY

INEVITABLE FORCE LEVEL DECLINE

#'S FROM CPAM

VA/VF #'	AV AGE	ANNUAL NEED		SIZE FORCE IN '79
		TO REPLACE AT 12 YEAR LIFE		
		AV # NEW A/C PER YR '74-78		
2160	6 YRS	180	103	1775*

ALTERNATIVES

CHEAPER AIRCRAFT

EXTENDED LIFE

MORE \$

COMBOS

ILLUSTRATES PROBLEM

AVOID LEANER THAN NECESSARY

NEW CURRICULUM *in Mgmt 1974*

4 PARTS

NEW EMPHASIS NWC ON MANAGEMENT AND TACTICS BUT DO NOT ENTIRELY NEGLECT BROAD STRATEGY TRADITIONAL CASE STUDIES.

REDUCE CONTEMPORARY FOREIGN POLICY CHANGES IN CURRICULUM ONLY ONE PART OF NEW PROGRAM.

WHAT WE ARE GOING IS QUESTIONING MANY OF THE OLD ASSUMPTIONS -

1. FOREMOST - "SABBATICAL" - CAN'T AFFORD.

CAN AFFORD CHANGE OF PACE - WILL FIND IN

FEWER LECTURERS -

SPOON FEEDING

1000 PAGES/WEEK

DIGGING

EXAMS

TWO 4-WEEK RESEARCH PERIODS -
CREATIVE THINKING

ACADEMIC
HIGHER STANDARDS

PART OF LEAN AND TOUGH - MORE
COMPETITIVE WITHIN/WITHOUT

MUCH SAME APPLIES TO RESERVE PROGRAMS

HIGHER STANDARDS - GREATER COMPETITIVENESS

STUDIES IN OP-96

ASSUMPTION THAT AS USN DECREASES, USNR INCREASES

LAIRD POLICY OF "TOTAL FORCE" CONCEPT IS VALID

ONUS ON YOU LEADERS NAVAL RESERVE CONVINCE
ACTIVE NAVY OF HOW USNR CAN EXPAND AND FILL
THE DEFICIT?

IF WE ARE GOING TO COUNT ON YOU WHEN
CHIPS ARE DOWN - WANT EVIDENCE THAT
YOU'LL BE THERE

FOR INSTANCE -

DO ALL YOUR UNITS TODAY HAVE A
VALID M-DAY MISSION?

CHANGES IN ACTIVE NAVY - ADAPTATION

1. NEW SHIP MANNING CONCEPT - SMD

LITTLE NEED FOR AUGMENTEES

HOW RELATE TO THE NEW USNR FLEET
EXPANSION UNIT CONCEPT FOR SURFACE UNITS?

ARE FEU'S ADEQUATELY MANNED?

OVER AND ABOVE FEU'S, SOME PEOPLE ESTIMATE
38,000 SELECTIVE RESERVISTS IN FLEET
AUGMENTATION COMPONENT WHO ARE EXCESS TO MDI
REQUIREMENTS.

2. MOTHBALL SHIPS MUCH LESS USEFUL

SS OUT OF QUESTION FOR YEARS

JUST ABOUT TO TOW SS FROM PROVIDENCE
TO NAVRESSTA

MANY OTHERS QUESTIONABLE

ELECTRONIC OBSOLESENCE - TACTICAL
COMMUNICATIONS IMPOSSIBLE

PARTS SUPPORT - MANPOWER FOR OLD SYSTEMS

IS THERE A PLAN?

MESHING OF CAPABILITIES OF MOTHBALL
SHIPS, AND USN WEAKNESSES AND NEEDS?

^{NAV RES}
REQUIREMENTS NOT KNOWN?

3. HOW MUCH ACDUTRA RELATES TO MOBILIZATION
BILLETS AND REQUIREMENTS?

ARE PEOPLE GOING TO RIGHT PLACES?

ARE THEY WORKING HARD AND IMPROVING
THEIR SKILLS IN THEIR 2 WEEKS AS
WELL AS IN DRILLS?

ACTIVE NAVY RESPONSIBILITY
STRENGTHENING USNR COURSES AT NWC

A. WAR GAMING COURSES -

MORE READING

EXAMS

B. C&S COURSE

ADVANCE READING

EXAMS

C. SROC

NEW PLAN -

MINI NWC COURSE

BLEND WITH SHORTER, SMALLER GSD
USNR OFFICERS ON SPOT -

ADVANCE READING

ESSAYS